1184

1953

File No. 1994/36 E

A CLASS

W DEPARTMENT

W & E BRANCH

Subject:— Roads and Buildings

Question Whether the work of repairs to I should be done entirely by Govt. or by the Dist Local Boards.

A E K J 1741

File No. 1994/36 E

Fld. Secty. Slip. 24 A

G R., G D., No. 2408, dated 22-6-22.]

Correspondence

DOCKET SHEET (B)

I

Subject :—

File No. 1994 / 36

P. W. DEPT.

W & E BRANCH.

References :—

Date.	To whom sent.	Notes and instructions.

P. W. Deptt.

The Deputy Secretary (Mr. Macnarnhes) has phoned from his residence that a copy of report by Mr. A. Vipan, Special Engineer Road Dev. Madras for Presidency on the scheme for road dev. in the Presy. may be sent to Secy. F.D. A copy of the report has been obtained from the library and is put up. It may be sent U.O. to Secy. F.D. with a request kindly to return it when done with.

Id.

26/11/37.

Id.

26/11/37.

for D.S.

U.O. to Secy. F.D.

26/11

Returned. Thank you. But please see attached note.

Id.

29/11

P.W.D.

The issues raised in the note of H.M.F.D. dated 23/8/33 are as follows:-

(a) Should provincial roads be transferred from the P.W.D. to the D.L.B.s?

(b) Should D.L.B. roads be transferred from the D.L.Bs. to the P.W.D.?

There is also a very important third issue involved in it, and which may be considered with advantage here:

(c) What should be the constitution of the D.L.B. engineering service?

2. The Deputy Secretary and the Secretary and the Secretary have given in their notes their considered opinion on all the issues. The office has also put up an elaborate note with all the facts. I shall also like to given my opinion which is not only based on these notes, but on my personal experience as a Minister for Public Works.

3. Before I take up issue No.(a) for consideration, I shall like to point out that the District Local Boards are looking after about 1,3000 miles of roads in this Presidency. All these roads are of local importance. The roads which are of provincial importance or of all India importance are with the P.W.D. The mileage of such roads in the Presidency is about 7,000. The D.L.B. engineers have not only to look after the construction and maintenance of the roads in

their -----

districts, but have also to look after the buildings, water-supply and tanks in their respective districts. Engineers who are in D.L.B. service are mostly of a very low calibre and have not knowledge enough to look after the construction and maintenance of the present-day roads Construction of which has become a specialised subject. Since the advent of fast moving traffic on roads, the roads have become into very much importance from the point of view of their construction and design which will secure safety to their users and, therefore, it cannot be considered, for a minute, that the District Local Boards, with their present engineering staff, can in any way look after such important 7,000 miles of roads. Even after giving them extra staff and employing more qualified engineers, Government will have to keep their own engineers and staff to supervise the D.L.B. works, to go through their estimates and to advise them. In Madras, a long time ago, the provincial Government had transferred the P.W.D. roads to the District & local Boards which, according to the Commissioner's report, were very efficient; but now the Madras Government have taken the provincial and inter-provincial roads under the supervision of the P.W.D. as it was found that the D.L.Bs. could not keep

them -----

them in proper order and construct them economically. In the United Provinces, the Government only the other day has taken from the District Local Boards some roads which were part of important provincial roads. This to is to show generally the tendency of the Local governments in other provinces which have tried D. L.Bs. and found it difficult to allow them to control the important roads of the province in these days.

4. I shall now deal with issue (a): Should provincial roads be transferred from the P.W.D. to the D.L.Bs.? This issue has to be considered from two main points-economy and efficiency. There are other factors also which I will consider, such as the policy of Government towards the maintenance of roads and the necessity of popular control.

5. Economy.- I am afraid that neither past experience nor prior considerations warrant H.M.F.D's feeling of assurance that a saving of ten to twenty per cent. of road expenditure could be effected by transfeering the provincial roads to the District Local Boards. On careful consideration it will be found that, on the contrary, a maximum considerable increase in expenditure is invitable and it would result in diarchy. Some time back provincial roads in Ahmednagar district and Poona district were handed over to the District

Local ----

Local Boards for maintenance and upkeep. The roads, before they were handed over, were put in very good order. The roads in Ahmednagar district are still with the D.L.B.; but this agency has proved more costly. The transferred roads could be immediately resumed with a net saving to Government of over Rs.2,000 per annum. It will be of interest to say that the engineering staff under the District Local Board, Ahmednagar, has been reported to be very efficient and the management is also efficient. All officials who have gone into the question considered it quite exceptional in this respect. If, therefore, an exceptionally efficient district local board has actually proved more expensive than the normal P.W.D. it is difficult to conceive that other district local boards, in which there are good, bad and indifferent, would be able to show better results, leave alone effective economy. To a large extent this difficulty is inherent in the district local board engineering organisation and system of accounts.

6. For obvious reasons, the district local boards cannot afford to pay their engineers salaries that will attract men with the requisite technical skill and experience, and, therefore, they always

engage ---

engage men of low calibre on small salaries. Such persons cannot, with economy, execute the important works. Under such staff, efficiency is bound to suffer and therefore, these local board engineering services will have to be removed and better people will have to be engaged. This would be as costly as in the Public Works Department.

7. Then, the necessity of close supervision by Government officers to ensure reasonable standards of maintenance and effective coordination of road activities in the various districts would, besides giving rise to friction and numerous difficulties on account of diarchic system of control, increase the supervision costs which will swallow any problematical economy in works expenditure .

8. When in fact there cannot be a probable reduction in the P.W.D. establishment manages both roads, bridges, buildings and irrigation, it is idle to think that by giving away provincial roads to the D.L.Bs. there could be some substantial retrenchment in the P.W.D. As the road making season generally coincides with the slackest irrigation season, from September to January, and as irrigation continues to be in charge of the P.W.D., there will be unnecessary duplication of the staff instead of mere substitution.

9. ---

9. Moreover, the rapid development in mechanical transport since the War has introduced problems into road engineering and administration that the D.L.Bs. can ~~xxxxxxxx~~ scarcely be expected to cope with satisfaction. Very considerable sums of money are being spent on the improvement of roads and construction of bridges recently almost exclusively from the Petrol Tax Fund. The new road projects call for a very high degree of technical skill design and different method of construction which only qualified and experienced service of engineers can supply. Again, the problems of a purely administrative nature, such as a comprehensive plan of road development in the whole province, the corrdination of road activities in the various parts of the province to conform to such a plan even the mere participation in the road accounts, i.e. the Petrol Tax Fund of the Government of India, with all the patient and tactful negotiations with that authority and the railway administrations necessitated by the present acute stage of rail-road controversy, would be matters completely beyond the capacity of the district local boards and will have to continue to be dealt with by Government themselves and their P.W.D. staff.

10.---

Efficiency.-

10. Efficiency.- Coming to the question of efficiency, our experience here again has been very disappointing. Every day there is an application against the district local board roads. Practically all over the Presidency they are in a very bad condition and cannot cope with the heavy fast moving traffics which is working every day on their roads. As I remarked above, in the Poona district, all the roads were transferred to the district local board as an experimental measure. The important point to note in this connection is that not only were the transferred roads allowed to fall into a bad condition of disrepair but the district local board even neglected its own roads and other works, though the Government was paying for the maintenance of the roads transferred to them at the same rate at which they pay for their own roads to the P.W.D. This brings me to one of the most important objections I have to urge against the transfer of the provincial roads to D.L.Bs. I fear that the Poona history would repeat itself. In view of the increasing importance of most local roads in the districts due to the rapid development of motor transport and the special emphasis laid by this Government on the construction and improvement of village roads for which special funds are being allotted every year, this in itself is a heavy charge -

on district local boards and certainly the local boards cannot be saddled with such an important responsibility without impairing the efficiency of the roads.

11. There is one more important point in connection with accounts. There can be no comparison between the P.W.D. system and the D.L.B. system of accounts. The P.W.D. system provides for regular and continuous check and counter-check both by her P.W.D. officials by F.D., and also by an indpendent authority, namely, the Accountant General, who posts divisional accountants in all Executive Engineers' offices directly responsible to him and to whom the divisional accounts maintained in the manner approved of by him are submitted to him every month as a matter of routine. Finally the public Accounts Committee reviews the accounts annually. The system which is followed in supervising the accounts of the P.W.D. can hardly be more stringhet and automatically reduces waste and inefficiency to a minimum. The D.L.B. system, on the other hand, possesses a flexibility designed to suit local conditions that can easily be perverted to severe waste and not infrequently to dishonesty. There is no check by an independent authority, save the annual

examination ---

examination of accounts by the Examiner of Local Fund Accounts, whose reports on the state of local board finances make, as H.E.F.D. is no doubt aware, most depressing reading.

13. Taking lastly the factor of Government policy and the necessity of popular control in public works expenditure, the fact is sometimes lost sight of that under provincial autonomy and the popular form of Government, the necessity of decentralised control is no longer healthy, especially in matters of provincial and all-India importance such as the system of roads and communications. Govt. have designed to give local boards full representation in the Divisional Committees and the Provincial Board of Communications to have their cooperation and advice in preparing the plans of roads and communications in the province.

13. The system of district local board management of roads in the Madras Presidency is frequently cited as an argument for the transfer of road control to the D.L.Bs. in this province; but it must be remembered that when district local board management was instituted in Madras over six decades ago, road transport was what would be described today as primitive and roads were believed to be on the way to becoming obsolete on account of the newly discovered means of transport, the railways. Today the tables have been turned and despite the long tradition

of ...

of local board management, the more important roads in Madras are being gradually provincialised and being taken by the Public Works Department of the Madras Government, not only for construction but for maintenance also. In the United Provinces, as a result of the detailed examination of roads issues recently carried out by a special Committee, the control even of roads of purely local importance is being transferred from the district local boards to the P.W.D. Even for the D.L.B. roads, they have designed district committees on which the Collector, the Government Executive Engineer and the D.L.B. President and Engineer would sit. The centralisation of road control is therefore now a common practice in all progressive countries and the transfer of important provincial roads to local authorities in this Presidency would thus be a retrograde step which, as we have seen would not even have the redeeming quality of economy. In fact, it seems probable, as pointed out by the Secretary and Chief Engineer, that the Government of India will, in the near future, themselves take over the control of all important provincial roads and weld them into a national system of highways. I therefore, am of opinion that it is not in the interests of Government

to ----

to transfer the provincial roads to the district local boards.

14. The next point for consideration is issue No.(b) which runs as follows: (b) Should D.L.B. roads be transferred from the D.L.Bs. to the P.W.D.?

The question of roads is becoming every day very important as the question of dust nuisance and safety is becoming every day more and more important for the provincial Government as it concerns the health and life of the people. It cannot be expected that the district local boards would be able to deal with such important questions in their districts, and therefore the central Government would have to take some step some day or other to keep some sort of control on such roads. The U.P. Government has already started in this direction as pointed out by me above and therefore it would be necessary for the Government to transfer some important D.L.B. roads to the P.W.D.

15. As has already been pointed out, the roads and buildings and irrigation branches of the P.W.D. are not separate and the P.W.D. officer has often charge both of roads and irrigation works. Generally speaking the irrigation charge is first determined from considerations of the area irrigated and the territory that can be ---

can be managed by one officer and all the provincial roads within that charge are then merged into the latter. As the officer and his subordinates have to travel over the roads to reach the irrigated areas and as the slack irrigation season is normally the season of greatest activity in road repairs-a point to which reference has already been made-this arrangement makes for the greatest economy both of supervision costs and works expenditure. There are several such combined charges which include D.L.B. roads within their limits and there is no reason why these roads or at least the more important of them should not be taken over. There are similarly pure road charges in the P.W.D. which are intersected by D.L.B. roads and here again overlapping could be eliminated or reduced by the transfer of the whole or part of the D.L.B. roads. In every case the criterion should be a reduction in the expenditure. The increase in efficiency of management in view of the superior P.W.D. personnel, better road plant, etc. may be safely postulated. It will suffice to state here that in addition to D.L.B. roads falling within the P.W.D. net-work of roads, there may be other roads outside

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the net-work that owing to their increased importance should also be taken up by the Public Works Department in the interests of general road development. To take over all D.L.B. roads would not, however, be possible. It would probably be not economical and there would always be roads serving purely local needs especially village roads, the control of which should for obvious reasons, continue to be exercised by the local authorities.

16.(c) What should be the constitution of the D.C.B. engineering service?

I have shown above that there are enough roads and other works of local importance to fully engage the energies and attention of the D.L.B. engineering establishment if they have the mind and are allowed the scope for the proper exercise of their talents. Unfortunately as pointed out by the Reorganisation Committee "there is at present too much interference by the Members of Boards with their Executive Officers with the result that the engineer may be forced to do things contrary to his conscience or to his professional instincts". Again the engineer's insecurity of tenure and lack of any powers over his subordinate staff create an atmosphere that is almost fatal to systematic and efficient working. It is therefore evident ----

evident that if any improvement is to be effected, the engineering ~~section~~ establishment must be rescued from the predicament. to which their existing ~~xxx~~ terms of service almost invariably reduce them. The institution of a completely provincialised service of D.L.B. engineers was opposed by the Reorganisation Committee on the ground that such a service would merely be an extension of the P.W.D. Under the conditions obtaining at the time when that Committee reported this objection carried ~~xxxxxxxxx~~ some weight; but with the popular Govt. now in power, a provincial service of D.L.B. engineers would still be subject to popular control exercised not through individual district local boards but corporately through the elected representatives of the people. Inefficiency and misconduct on the part of the engineers would be punished ~~xxxxxx~~ perhaps more promptly. The engineers would rise above the currents and cross-currents and the petty squabbles and turmoil of local politics. The aim should be to give D.L.Bs. complete control over policy and programme and thereafter to leave the engineers all reasonable freedom to do their duty without let or hindrance.

17. An important advantage accruing ~~xxxxxxxxx~~ to ~~xxxx~~

a unified D.I.D. service of engineers would be the creation of an esprit de corps making for professional idealism and independence and the pooling of individual experience for the common good of all.

Id.

1/10/38.

H.M.F.D.

P.K.M.

The question of having one Executive Service for carrying out all Road programme (new construction and repairs), has been under consideration since a long time. I am now definitely of opinion that the amalgamation of the P.W.D. of Government and the P.W.D. of the Local Boards into one service under the Executive Engineer of the District would be economical as well as efficient. This amalgamated service would be subject to the control by the Local Boards who should be entrusted with the authority to sanction the budget, to scrutinise the estimates and to supervise the work. With reference to the more important works, the approval of Government may be insisted on. Plans and estimates of such important works should be approved by the Supdg. Engineers and the Chief Engineer as the case may be.

I am sorry to find that the Public Works Officers of Government do not generally approve of this amalgamation. But as a result of the discussion we recently had in Bombay, I think now the time has come to get the question throughly examined in details for each district in the Province. A Senior Engineer should be put on duty for this purpose and he should be asked to work out the detailed programme of the amalgamation in each district and to recommend what economies could be effected and what should be the exact relations between the Local Boards, the amalgamated Department and the Government. In order that this reform should ---

should be introduced from April next, this examination must be under-taken as expeditiously as possible. I propose, therefore, that R.B.B.P. Jagtap, Executive Engineer, Presidency Division, should be placed on special duty for this purpose from 1st December or as soon as possible. He should begin with the Poona and Ahmednagar districts where a large number of roads have been handed over to the District Local Boards. In the meanwhile, he should ask all the D.L.B.s and the Executive Engineer to keep the necessary information ready for consideration as soon as the examination of the two districts is over. A report of each district should be submitted as soon as it is ready. R.B.Jagtap will be provided with the necessary staff as soon as this proposal is approved. It is expected that the work could be completed before the middle of April. R.B. Jagtap should be instructed accordingly.

As this work is intended to effect considerable savings and retrenchment, I am initiating this proposal. When he is placed on special duty, I shall attach a financial expert from F.D. to his Office so that he will assist R-B. Jagtap from the financial point of view.

Id. 23/11

H.P.M.

Yes, but I hope he will continue to be

Secretary ---

Secretary of the Industrial Housing Committee.

Id. 26/11.

Could Rao Bahadur Jagtap be utilised for this purpose? I think he has more important works in hand at present in Bombay. Will you kindly suggest some other Senior Engineer for this purpose? We are already always short of Ex.Eng.

Will Mr. Shinde who has retired, be able to do this job.

Id. 7/12/30.

In my opinion it is quite impossible to spare R.B.Jagtap from Bombay at present and in fact it would be very difficult to spare any officer of the I.S.E. or even B.S.E. for such work till after the end of the financial year.

I therefore suggest that a retired officer or some outsider familiar with P.W.D. and District Local Board Mxm Works be engaged specially for this work.

Mr. Shinde's Personal Register is put up herewith. I can see no reason why he should not be able to do this work. If he is appointed, I consider, however, that the terms of his appointment will have to be very carefully settled before hand. (The case given personally me is returned herewith).

Id. 9/11.

H.M.P.W.D.

Mr. Shinde may be appointed for 4 months from the date he will take up this work, to enquire----

enquire into the whole question and to make his report on the point raised in this file, on the pay he was drawing before he retired minus means the amount of pension he will get & during this period, per month.

Id. 12/12/38.

C.D.may see first.

Id. 14/12/38.

Id. 14/12/38 .

I presume F.D. will examine the proposed budget and financial arrangements, which are vaguely put, but seem to give D.L.Bs. control over Govt. funds-prima facie unconstitutional, unless finance is to be by extended grants-in-aid.

Id. 15/12

Secy. C.D.

Ch.Secy.

H.M.L.S.O. Id. 12/12

H.M.F.D.(through Secy. F.D.)

H.F.M.

H.E. the governor (through Secy.C) .

I pass this on, but in due course I would like F.& C.D. to have the opportunity of examining the constitutional difficulty which may arise for putting Govt. servant under control of local Boards. Bodies

Id. 15/12

With reference to C.S's note above, I suggest that it will, in the long run, save time if Mr. Shinde is told in advance whether

H.M's proposal is free from any constitutional objection. Otherwise Mr. Shinde may make a report which may require to be done all over again.

2. The pay proposed for Mr. Shinde is Rs. 1750. This is considerably more than Govt. are proposes to pay forr even heads of departments. I gather that in the opinion of Govt. no post under their control should carry more than Rs. 1250/-p.m.

Id.

20/12.

H.M.F.D.

~~X~~ The appointment of Mr. Shinde for a report ~~xxxxxxxxxxxxxxxx~~ on as this question does not involve any constitutional point. He will not the be placed under any Local Board. The C.S. raises a point in a totally different connection, the Executive Engineers being placed under the D.I.B.S. that question need not in my opinion at all ~~xxxx~~ arise. But even if it does, it may be considered at the time. The final arrangements are to be sanctioned by Govt. on a consideration of the Report from Mr. Shinde. I believe that Mr.Shinde is to do this work in addition to investigation the Aseya schemes and the extension of the Gokak Canal. If so, I think he will have ample work.

I have no objection to the proposal of H.M. P.W.D.

Id. 21/12.

Id. 27/12.

H.E. ---

H.E.(Secy) H.H.E. the Governor(through Secy G).

I would suggest that the task which Mr. Shinde is to carry out needs to be more clearly defined.

He is to work out the details for each District for the amalgamation of the P Provincial and D.L.B. Public Works Departments. But it is not clear from the file what is to be the general principle on which this amalgamation is to be made. H.M.P.W.D. has made out a strong case against putting more roads under D.L.B. control, but it is not clear that H.M.F.R. agrees with that view. It seems to me necessary that Mr. Shinde should be given some instructions on this point, as I do not see how he can work out the details of amalgamation unless he knows whether Govt. is prepared to transfer more roads to D.L.B. control or to take more roads under Provincial control.

If the former is the case than the extent to which Govt. money and Govt. officers will come under D.L.B. control would require consideration.

R.L.

18/1/39.

Id.

19/1/39.

Id.

20/1/39.

P.K.M.

E.E.

Office Note.

The points raised in H.E's note are-

(a) Before Mr. Chinde is put on special duty, the general principle on which the proposed amalgamation of Govt. P.W.D. and D.L.B.P.W.D. is to be made should be clarified i.e. whether Govt. are prepared to transfer more roads to D.L.B. control or to take more roads under Provl. control.

(b) If Govt. are prepared to transfer more roads to D.L.B. control, the extent to which Govt. money and Govt. officers should come under D.L.B. control would require consideration.

2. Please see H.M.,P.D's notes at pp. 6/10, 13/14, & 52/52 to 58/59 ante. The H.M's proposals are that there should be one agency for carrying out all road programme (new construction and repairs) as well as repairs to Govt. bldgs. in this province and that for this purpose the Govt. and D.L.B., P.W.D. should be amalgamated and in one service under the Ex.Engr. of the D.L.B.P.W.D. should be provincialised that the Dist., that the amalgamated service would be subject to the control by the Local Boards who will sanction the budget, scrutinise the estimates and supervise the work, the approval of important works; and that a senior P.W.D. officer should be placed on special duty to work out the details of the scheme for each Dist. such as the economies to be affected, the exact rela-

rels----

relations between the Local Boards, the amalgamated Deptt. and Govt.

For the reasons given in this noted dated 1/10/38, the H.M.,P.W.D. is against the proposal of the H.M.,F.D., that all Govt. xxx roads should be put under the control of the D.L.Bs. ¢ From para. 16 of his note he appears to be in favour of provincialising the D.L.B. Engineering Service.

3. In this connection, reference is requested to the recent D.Os. received from the Chief Engrs. of Madras and U.P.Govts. In Madras the main trunk roads are maintained by the Local Bodies with the actual expenditure reimbursed from Provl. funds, subject to a prescribed maximum, on the reports of the S.Es. of the P.W.D. who are the Statutory Inspectors of the trunk road works in their jurisdiction. In the case of the other D.L.B.' roads (2nd class roads, village roads etc.) the D.L.B. Engrs. are under the guidance of the special Engr., Road Dev., appointed primarily for the administration of the Road Dev. Fund. This officer is the senior most of the D.L.B. Engrs. and he is a subordinate to the Chief Engr. (Genl.,Roads and Bldgs.) in all technical matters. The question of placing

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the D.L.B. Engrg. Service under the administrative control of the Chief Engr. is at present under the consideration of the Madras Govt.

As regards the United Provinces, there is no proposal to hand over Provl. roads to Dist. Local Boards and that the Resos. passed by a Committee recently appointed by that Govt. advocate a policy in the opposite direction.

4. In view of Mr.H.E's note p.59 the first point to be considered is whether it would be advisable at present to transfer all Provl. roads under the control of D.L.Bs. If that question is decided in the affirmative, then the lines on which the proposed amalgamation of the two P.W.Ds. is to be made require to be made clearly defined for the guidance of the officer to be put on special duty. In the Madras Presy. there is a seperate Provl. cadre for D.L.B.Engrs. The other staff required such as Asstt. Engrs. and subordinates and office and accounts establt. are determined and arranged by each Board for itself. The Board Engrs. are Govt. servants appointed by Govt. who have the sole power of punishing and ~~transferrr~~ transferring them. Their salaries and leave allowances are borne entirely from Provl. funds but their travelling allowances when touring within their jurisdiction are paid entirely by the D.L.Bs. There

are ---

are three a Engrg. services in this Deptt. the I.S.E.,B.S.E., and S.S.E.S. In addition there is large clerical and accounts establishment in the Divnl. offices, Excluding the staff which will be required for Irrign. works and for Govt's bldg. programme if any, the question as to how the remaining staff will be affected by the proposed amalgamation requires consideration. If the prospects of existing permanent Govt. servants are adversely affected, their cases will have to be considered from the point of view of the special responsibility of the Governor under Section 52(1) (c) of the Govt. of India,Act, 1935.

As the questions involved are of major importance, it would perhaps, be desirable to have them discussed at a meeting of the Cabinet.

Id.
27/1/39.

Id.

27/1/

Id.

27/1

P.K.N.

I have been asked by H.M., P.W.D. to put up a note explaining the position.

H.M.,P.D., considers that considerable economy will be effected by having only one agrarian organisation dealing with roads and that work will be done more efficiently also. H.M.,P.D., seems to favour a Provincialised District Local Board Service with supervision by P.W.D. as in Madras(vide pages 7 and 9)

H.M.,P.D. has now (on page 53,) asked that an a Executive Engineer be appointed to work out a detailed programme of amalgamation in each District. This seems to assume that the amalgamation is agreed to whereas H.M., P.D., has himself states that the time has come to thoroughly examine the question in detail.

I suggest that the first step for Mr. Shinde is to examine the Ahmednagar and Poona Districts in detail and report on whether economy and efficiency would be effected by such an amalgamation. If he supplies figures for these Districts, Government will be in a position to decide whether such an amalgamation should take place or not. If an amalgamation is then decided on, the question of how best to effect the changes can be considered next.

Some Provincial roads are still in charge of the Ahmednagar District Local Board but

those ----

these handed over to the Poona District Local Board have been taken back as the Board did the work badly and neglected their own roads.

Id.

28/1

H.M.P.W.D. Amalgamation was never agreed to. It has yet to be enquired into in its details and policy- hence the H.M.P.D. (Through Secy.P.D.) appointment of Mr. Shinde.

Id. 30/1/38.

Id. 30/1

H.P.M.

H.E. the Governor (through Secy.G).

H.M.P.W.

I do not think it is any use proceeding in this way without the cabinet deciding the principle to be followed. I would suggest that the question of the principle and policy may be decided by the Council of ministers first.

Id.
31/1

H.P.M.

Let all H.M.S. see.

Id.

3/2

P.M.M.

1934/38

Office note.

It is presumed that the H.P.M's intention is that the case should be discussed at a meeting of the Council of Ministers and that it should be circulated to all H.Ms. for information before discussion takes place in the Council. The papers may be forwarded to the Chief Secy. for further action. Through P.M.

Id. 6/2/39.

Id. 6/2/39.

Id. 6/2/39 .

Id. 6/2/39.

Id. 7/2/39.

Id. 7/2/39.

Through Secy.

Circulated for information ( ).

Id. 8/11.

E.M.L.C.C.

H.M. H. Id. 24/2. Id. 23/2

H.M. E.D. Id. 2/3

H.M. E.D. Id. 24/2

H.M. F.D. Id. 2/3/

H.M. F.W.D. Id. 3/3

H.P.M. Id. 16/3

E.E.(C.S.) Id. 20/3/39.

P.M.M.